

PERFORMANCE MODEL AS STRATEGIC MEDIATION: THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND OCB ON THE SUCCESS OF SUSTAINABLE HRM IN VILLAGE EMPLOYEES IN BONTANG CITY

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Abstract: This study aims to analyze the influence of organizational commitment, work motivation, job satisfaction, and Organizational Citizenship Behavior (OCB) on employee performance, as well as their implications for sustainable human resource management (Sustainable HRM Practices) among local government employees in Bontang City. The research employed a quantitative approach using Structural Equation Modeling with Partial Least Squares (PLS-SEM). The results reveal that organizational commitment and OCB have a significant effect on employee performance, while motivation and job satisfaction do not show a direct significant impact. Employee performance partially mediates the effect on the success of sustainable HRM practices. The findings emphasize the critical role of organizational commitment and discretionary work behavior in enhancing long-term performance and supporting strategic HRM development.

Keywords: Organizational Commitment, Work Motivation, Job Satisfaction, OCB, Employee Performance, Sustainable HRM

1. Introduction

Urban Villages are local government work units that function to provide administrative and social services directly to the community. In this context, village employees are representatives of the state who face directly with the residents. The work performance of village employees greatly affects public perception of the quality of bureaucratic services. The phenomenon that occurred in Bontang City shows an increase in citizen complaints about service delays, lack of employee initiative in providing solutions, and low enthusiasm for public service innovation. Based on the report of the Bontang City Regional Inspectorate (2023), a number of villages showed a decrease in service performance of up to 20% compared to the previous year.

Factors such as low organizational commitment, weak work motivation, and fluctuating job satisfaction are highlighted in employee performance audits. This phenomenon reinforces the urgency of evaluating managerial aspects and work behavior that underlie employee productivity. In addition, Organizational Citizenship Behavior (OCB) that is supposed to encourage a collegial and proactive work culture still does not look optimal. Employees tend to work on orders without additional initiative, which hinders organizational efficiency.

On the other hand, the concept of Sustainable Human Resource Management (HRM) that has developed in many global public and private organizations emphasizes the importance of a human resource management approach that is not only oriented to short-term targets, but also

pays attention to the welfare and development of employees in the long term. De Prins et al. (2014) emphasized that the principles of Respect, Openness, and Continuity are able to form an adaptive, inclusive, and productive human resource system. HRM practices that prioritize fairness, transparency, and sustainability are believed to be able to form positive behaviors such as OCB and improve individual and organizational performance.

The formulation of the problem in this study is how the influence of organizational commitment, work motivation, job satisfaction, and OCB on the performance of village employees and how the contribution of Sustainable HRM Practices in strengthening these relationships. The purpose of this study is to empirically examine the relationship between these variables and provide recommendations for strengthening HR management policies in urban villages.

2. Literature Review

Organizational commitment is an individual's desire to remain a member of the organization and demonstrate active involvement in achieving its goals (Robbins & Judge, 2021). Employees with high commitment show loyalty and willingness to work outside of formal duties. Ningrum et al. (2023) prove that organizational commitment increases participation in OCB and has a positive impact on employee performance.

Work motivation is defined as a psychological force that directs behavior towards the achievement of work goals. Robbins & Judge (2021) distinguish between intrinsic and extrinsic motivations, both of which contribute to increased work productivity. A study by Ningrum et al. (2023) states that motivated employees show high performance and are more active in supporting coworkers voluntarily.

Job satisfaction is the result of an individual's subjective evaluation of the work performed, including aspects of working conditions, salary, employment relationships, and self-development opportunities (Locke, 1976). Montuori et al. (2022) show that employees who feel satisfied are more loyal and productive. Pahlevi & Nirmala (2023) stated that job satisfaction is an important mediator in influencing the relationship between OCB and employee performance.

OCB is a positive organizational behavior that is voluntary and not regulated in an employment contract, but contributes to the effectiveness of the organization. The dimensions of OCB according to Robbins & Judge (2021) include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The Pahlevi & Nirmala study (2023) proves that OCB contributes to improving teamwork and efficiency of public services.

Employee performance reflects work results based on the standards set by the organization. Performance indicators according to Mathis & Jackson (2012) include quantity, quality, timeliness, and the ability to work together. Stankevičiūtė et al. (2020) stated that employee performance improves when supported by a fair and transparent work environment.

Sustainable HRM Practices refers to HR policies that ensure the long-term growth and well-being of employees. De Prins et al. (2014) developed the Respect, Openness, and Continuity model as the basis for ethical and productive HR practices. Stankevičiūtė et al. (2020) mentioned that the application of this practice strengthens OCB and performance through increased perceptions of fairness and job satisfaction.

Organizational commitment is the level of emotional attachment an employee has to his or her organization which is reflected in loyalty and willingness to contribute to the achievement of organizational goals (Robbins & Judge, 2021). Indicators (Meyer & Allen, 1997; Robbins &

Judge, 2021): 1) Pride in the organization, 2) Intention to stay in the organization, 3) Willingness to sacrifice personal interests

Work motivation is an internal and external drive that affects the intensity, direction, and perseverance of an individual's efforts in achieving work goals (Robbins & Judge, 2021). Indicators (Robbins & Judge, 2021; Maslow, 1954): 1) Encouragement to achieve performance targets 2) Enthusiasm for work 3) Desire to develop self-competence

Job satisfaction is a positive emotional condition that results from an assessment of an individual's work experience (Locke, 1976). Indicators (Locke, 1976; Smith, Kendall, & Hulin, 1969): 1) Satisfaction with job roles 2) Satisfaction with supervisors' direction and support 3) Satisfaction with the work environment and conditions

OCB is the voluntary behavior of employees that is not included in the formal job description, but contributes to the effectiveness of the organization (Organ, 1988; Robbins & Judge, 2021). Indicators (Organ, 1988; Podsakoff et al., 2000): 1) Altruism: helping colleagues 2) Conscientiousness: discipline without supervision 3) Courtesy: maintaining work relationships and polite attitude 4) Sportsmanship: not complaining in difficult conditions 5) Civic virtue: active participation in organizational activities

Employee performance is the level of achievement of work results that reflects the effectiveness in carrying out the assigned tasks (Mathis & Jackson, 2012). Indicators (Mathis & Jackson, 2012): 1) Quantity of work results 2) Quality of work results 3) Efficiency of work time use 4) Ability to work together in a team

Sustainable HRM Practices are HR policies and practices that pay attention to the social, economic, and long-term sustainability aspects of the organization and employees (De Prins et al., 2014; Stankevičiūtė et al., 2020). Indicator (De Prins et al., 2014; Stankevičiūtė et al., 2020): 1) Fair treatment and attention to employee welfare 2) Openness to environmental change and input 3) Support for sustainable competency development 4) HR policy design for long-term results

The relationship between variables in this study describes the influence between variables based on theoretical studies and empirical studies which can be formulated as follows:

1. Organizational commitment has a significant influence on job satisfaction. Employees who have a strong emotional connection to the organization tend to feel valued and satisfied with their presence in the institution. Robbins and Judge (2021) explain that affective attachment to the organization encourages positive perceptions of the work environment. A study by Ningrum et al. (2023) found that high commitment increases employee satisfaction due to the emergence of a sense of belonging to the organization.
2. Work motivation also plays an important role in shaping job satisfaction. Employees who feel they have a strong internal and external drive will enjoy the work process and be more satisfied with their role. Robbins and Judge (2021) state that intrinsic needs such as self-actualization contribute to job satisfaction. Montuori et al. (2022) support these findings by showing that high motivation correlates with job satisfaction of public sector employees.
3. Organizational commitment directly affects employee performance. Employees who have high commitment will be more loyal and willing to give their best performance. According to Mathis and Jackson (2012), organizational commitment is related to improving efficiency and quality of work. Research by Ningrum et al. (2023) proves that commitment plays an important role in improving individual performance in the government sector.
4. Work motivation is also a key factor in determining employee performance. Robbins and Judge (2021) state that motivation is the main driver of work behavior and the

achievement of results. Pahlevi and Nirmala (2023) found that work motivation has a positive impact on employee work achievement and promotes productivity.

5. Job satisfaction affects employee performance because satisfaction encourages employees to work better and be responsible for their duties. Locke (1976) explained that employees who feel satisfied will be more emotionally and cognitively involved in the work. Montuori et al. (2022) also stated that job satisfaction has a positive correlation with improved employee performance.
6. Job satisfaction with employee performance can be strengthened through Organizational Citizenship Behavior (OCB) moderation. Employees who are satisfied and have a high tendency to OCB will be more proactive, help colleagues, and maintain work ethics that support better performance achievement. Robbins and Judge (2021) stated that OCB strengthens the effect of job satisfaction on work outcomes. Stankevičiūtė et al. (2020) found that OCB strengthens the relationship between employees' positive attitudes and their work performance.
7. The organization's commitment to performance is also influenced by the mediating role of job satisfaction. Employees who have a high commitment will feel satisfied, and this satisfaction encourages the achievement of optimal performance. De Prins et al. (2014) explain that commitments that are not accompanied by satisfaction will result in psychological distress, while the combination of the two results in high performance. These findings are reinforced by Pahlevi and Nirmala (2023) who show that job satisfaction strengthens the relationship between commitment and performance.
8. Work motivation for performance is also mediated by job satisfaction. High motivation fosters a positive perception of tasks and the work environment which then encourages satisfaction. This sense of satisfaction leads to increased productivity. Robbins and Judge (2021) stated that motivation transformed into satisfaction has a greater impact on work output. Montuori et al. (2022) also identified that job satisfaction is an intermediate variable in the relationship between motivation and work performance.

Employee performance affects the perception of Sustainable HRM practices. High-performing employees will feel the impact of an HRM system that is transparent, supportive, and pays attention to work continuity. De Prins et al. (2014) stated that good HRM practices will be felt by productive employees. Stankevičiūtė et al. (2020) show that positive perceptions of HRM practices are strongly influenced by direct work experience and individual performance achievements.

3. Method

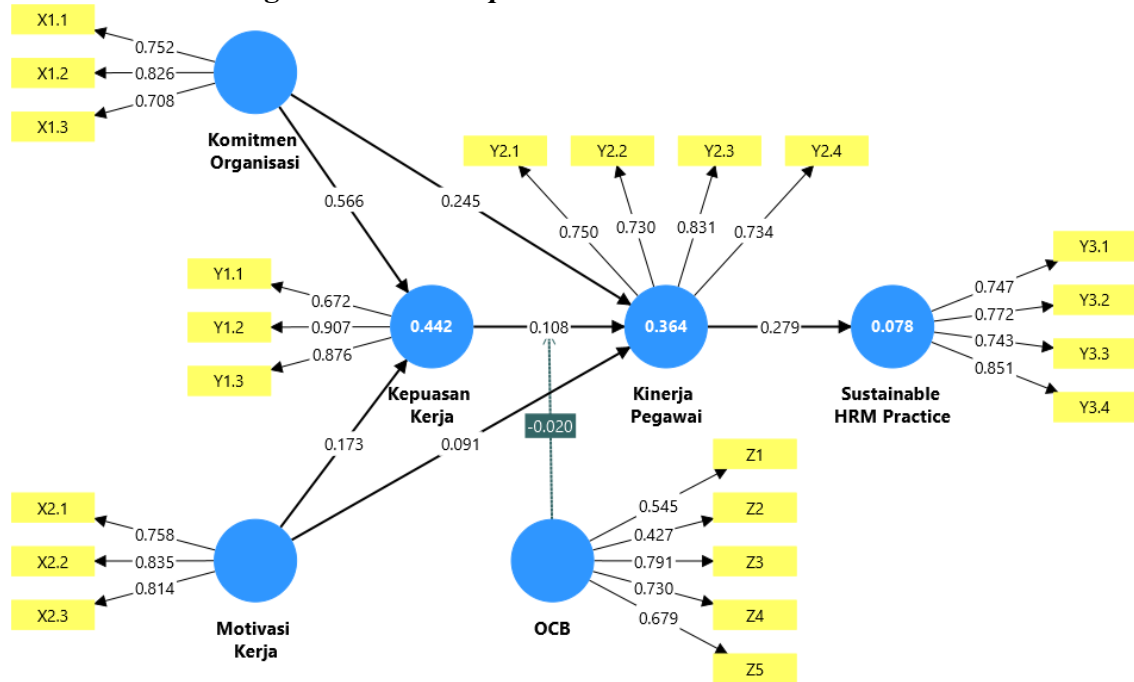
This study uses a quantitative approach with an explanatory research design. The research population is all employees from 15 villages in Bontang City. The sample was taken purposively with the criteria of employees who have worked for at least one year. The number of samples was 150 respondents.

The research instrument was in the form of a questionnaire with a Likert scale of 1 to 5, from strongly disagree to strongly agree. Each variable is measured by one indicator, one positive statement. The data analysis technique used Structural Equation Modeling with the Partial Least Square (SEM-PLS) approach using SmartPLS.

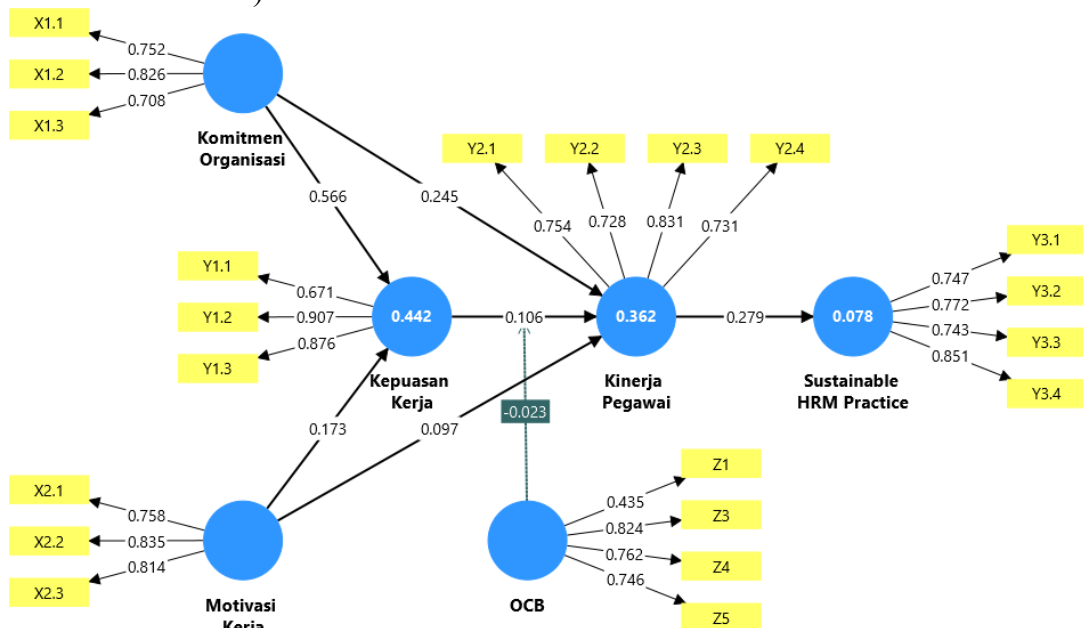
The analysis was carried out through two stages: first, testing the outer model to assess the validity and reliability of the instrument through loading factor, AVE, and composite reliability values. Second, the internal test of the model to find out the relationship between variables by looking at the path coefficient value and the t-statistical test. Interpretation is carried out to assess the direct, indirect, and total influence between variables.

4. Result and Discussion

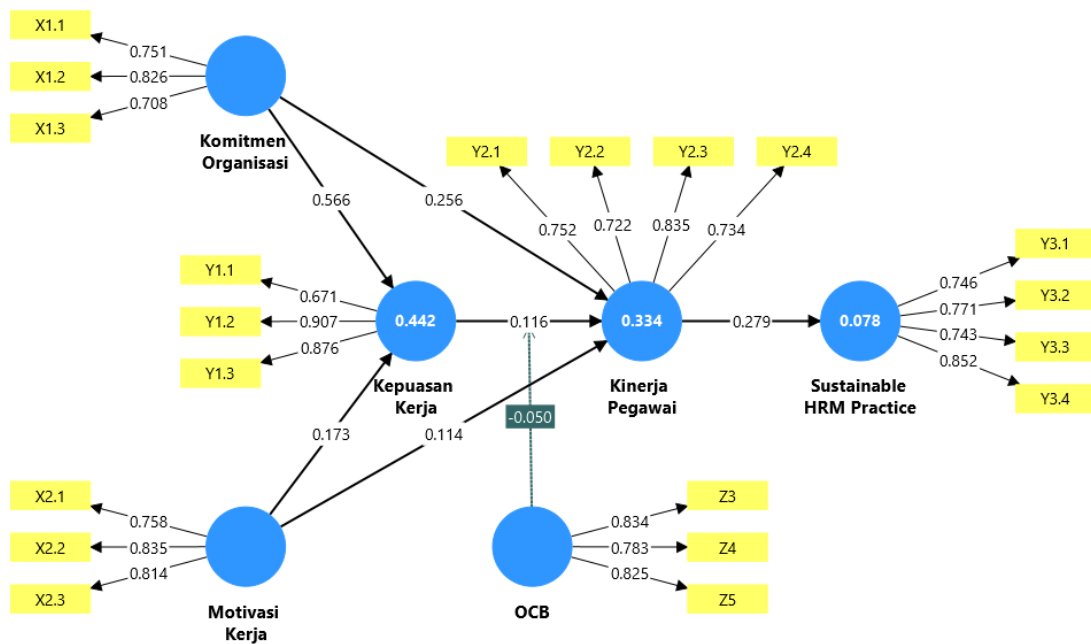
Research Model Using *Partial Least Square*



The image above shows the Research Model Before Elimination (Z2 value; 0.427 below 0.5 so it must be eliminated)



The image above shows the Research Model After Elimination of 1 Z2 (Based on the image, it is known that there is still a *Loading Factor* value below 0.5 so it must be eliminated, namely the Z1 indicator; 0.435)



The image above shows the research model After Elimination 2, all *Loading Factor* values above 0.5 can be known, so that this research model is used for further analysis.

The first stage of model evaluation focuses on the measurement model. Examination of PLS-SEM estimates against the measurement model allows the researcher to evaluate the reliability and validity of the construct. Multivariate measurement involves using multiple variables to measure a concept indirectly. The evaluation of the measurement model includes testing the reliability of internal consistency, indicator reliability, convergent validity, and discriminant validity as shown in Table 1.

There are two methods that can be used to measure the reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide lower estimation values, so in PLS-SEM it is recommended to use composite reliability. The reliability of the indicator in PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE values. Discriminant validity can be measured through cross loading, namely by comparing the loading value of the indicator against other constructs with the external loading value of the indicator against the main construct, where the loading value of the indicator used must be greater than the cross loading value.

Table 1.
Evaluation of Measurement Model

Variables	Indicators	Loadings	Composite Reliability	AVE	Cross Loading
Organizational Commitment	X1.1	0,751	0,807	0,583	Yes
	X1.2	0,826			
	X1.3	0,708			
Work Motivation	X2.1	0,758	0,845	0,645	Yes
	X2.2	0,835			
	X2.3	0,814			
Job Satisfaction	Y1.1	0,671	0,863	0,681	Yes
	Y1.2	0,907			
	Y1.3	0,876			
Employee Performance	Y2.1	0,752	0,847	0,581	Yes
	Y2.2	0,722			

Variables	Indicators	Loadings	Composite Reliability	AVE	Cross Loading
Sustainable HRM Practice	Y2.3	0,835	0,861	0,608	Yes
	Y2.4	0,734			
	Y3.1	0,746			
	Y3.2	0,771			
	Y3.3	0,743			
OCB	Y3.4	0,852	0,855	0,663	Yes
	Z3	0,834			
	Z4	0,783			
	Z5	0,825			

Source: SmartPLS Output

The evaluation of the measurement model aims to test the reliability and validity of the construct in the Partial Least Square Structural Equation Modeling (PLS-SEM) model. This table displays test results for several latent constructs: *Organizational Commitment*, *Work Motivation*, *Job Satisfaction*, *Employee Performance*, *Sustainable HRM Practice*, and *Organizational Citizenship Behavior (OCB)*. The evaluation was carried out through several main indicators, namely: loading factor, composite reliability, average variance extracted (AVE), and discriminant validity (cross loading).

1. Loading Factor (Outer Loadings)

The loading value indicates how strongly the indicator reflects its construct. A > value of 0.7 is considered quite good (Hair et al., 2017). All indicators in each variable have a loading value between 0.671 and 0.907, which means that all indicators have a strong contribution to the construct they measure. The lowest value was Y1.1 (0.671), which is still within the minimum tolerance limit.

2. Composite Reliability (CR)

CR is used to measure the internal consistency of constructs, and is recommended to have a > value of 0.7 (Fornell & Larcker, 1981). All constructs have a CR value between 0.807 to 0.863, which indicates that each construct has good reliability.

3. Average Variance Extracted (AVE)

AVE measures the magnitude of the variance that can be explained by the construct compared to the error variant. An AVE value of > 0.5 is considered adequate. The AVE for all constructs ranges from 0.581 to 0.681, which means that the convergent validity is well met.

4. Discriminating Validity (Cross Loading)

The validity of the discriminant is stated to be fulfilled if each indicator has a higher load on the measured construct compared to the other construct (Hair et al., 2017). The "Cross Loading" column indicates that all constructs meet the discriminant validity criteria with a "Yes" mark, meaning that there is no overlap between constructs.

Based on the results of Table 1, all constructs in the model have good reliability and validity. All loading, composite reliability, and AVE values have met the minimum recommended limits, and no discrimination validity violations have been found.

Table 2.
Summary of Direct, Indirect, and Moderation Influence

No.	Relationships Between Variables	Types of Influences	Coefficin (O)	T-Statistics	P-Value	Information
1	Organizational Commitment → Job Satisfaction	Immediately	0,566	8,676	0,000	Signifikan
2	Work Motivation → Job Satisfaction	Immediately	0,173	2,074	0,038	Signifikan
3	Organizational Commitment → Employee Performance	Immediately	0,256	2,644	0,008	Signifikan
4	Work Motivation → Employee Performance	Immediately	0,114	1,403	0,161	Insignifikan
5	Job Satisfaction → Employee Performance	Immediately	0,116	1,171	0,242	Insignifikan
6	OCB → Employee Performance	Immediately	0,250	3,042	0,002	Signifikan
7	OCB x Job Satisfaction → Employee Performance	Moderation	-0,050	0,748	0,455	Insignifikan
8	Employee Performance → Sustainable HRM Practice	Immediately	0,279	3,412	0,001	Signifikan
9	Organizational Commitment → Job Satisfaction → Employee Performance	Indirect	0,066	1,119	0,263	Insignifikan
10	Work Motivation → Job Satisfaction → Employee Performance	Indirect	0,020	0,967	0,334	Insignifikan
11	Organizational Commitment → Employee Performance → Sustainable HRM Practice	Indirect	0,071	2,064	0,039	Signifikan
12	Work Motivation → Employee Performance → Sustainable HRM Practice	Indirect	0,032	1,122	0,262	Insignifikan
13	OCB → Employee Performance → Sustainable HRM Practice	Indirect	0,070	2,252	0,024	Signifikan
14	OCB x Job Satisfaction → Employee Performance → Sustainable HRM Practice	Indirect	-0,014	0,632	0,528	Insignifikan
15	Organizational Commitment → Job Satisfaction → Employee Performance → Sustainable HRM Practice	Indirect	0,018	0,959	0,338	Insignifikan
16	Work Motivation → Job Satisfaction → Employee Performance → Sustainable HRM Practice	Indirect	0,006	0,807	0,420	Insignifikan

Source: SmartPLS Output

This table is the result of the structural model test (inner model) from the Partial Least Square Structural Equation Modeling (PLS-SEM) analysis, which evaluates the influence between variables in the research model. This test involves three types of influence: direct, indirect (mediation), and interaction (moderation). Interpretation was carried out based on the value of the path coefficient (original sample/O), T-statistic, and P-value. The significance criteria were determined at a significance level (α) of 0.05.

Direct Influence

1. Organizational Commitment → Job Satisfaction. Significant ($p = 0.000$). Meaning: The higher the employee's commitment to the organization, the higher the level of job satisfaction.
2. Work Motivation → Job Satisfaction. Significant ($p = 0.038$). Meaning: Motivated employees will feel more satisfied with their work.
3. Organizational Commitment → Employee Performance. Significant ($p = 0.008$). Meaning: Employee commitment has a positive effect on improving their performance.
4. Work Motivation → Employee Performance. Insignificant ($p = 0.161$). Meaning: Work motivation alone is not enough to have a direct influence on employee performance.
5. Job Satisfaction → Employee Performance. Insignificant ($p = 0.242$). Meaning: Job satisfaction has not shown a strong direct contribution to employee performance.
6. OCB → Employee Performance. Significant ($p = 0.002$). Meaning: Employees who have OCB behavior tend to show better performance.
7. OCB x Job Satisfaction → Employee Performance (Moderation). Insignificant ($p = 0.455$). Meaning: OCB behavior does not strengthen or weaken the relationship between job satisfaction and employee performance.
8. Employee Performance → Sustainable HRM Practice. Significant ($p = 0.001$). Meaning: High employee performance encourages the implementation of more sustainable HRM practices.

Indirect Influence (Mediation)

9. Organizational Commitment → Job Satisfaction → Employee Performance. Insignificant ($p = 0.263$). Meaning: Job satisfaction has not been able to bridge the influence of organizational commitment on employee performance.
10. Work Motivation → Job Satisfaction → Employee Performance. Insignificant ($p = 0.334$). Meaning: Job satisfaction is not a strong path in the influence of motivation on employee performance.
11. Organizational Commitment → Employee Performance → Sustainable HRM Practice. Significant ($p = 0.039$). Meaning: Organizational commitment has an impact on sustainable HRM practices through improved employee performance.
12. Work Motivation → Employee Performance → Sustainable HRM Practice. Insignificant ($p = 0.262$). Meaning: The motivation path through performance has not had a real effect on sustainable HRM practices.
13. OCB → Employee Performance → Sustainable HRM Practice. Significant ($p = 0.024$). Meaning: OCB employees encourage sustainable HRM practices through performance improvement.
14. OCB x Job Satisfaction → Employee Performance → Sustainable HRM Practice. Insignificant ($p = 0.528$). Meaning: No effect of OCB interaction and job satisfaction on performance that has an impact on HRM was found.
15. Organizational Commitment → Job Satisfaction → Employee Performance → Sustainable HRM Practice. Insignificant ($p = 0.338$). Meaning: The layered path through satisfaction and performance has not shown any real impact on sustainable HRM.
16. Work Motivation → Job Satisfaction → Employee Performance → Sustainable HRM Practice. Insignificant ($p = 0.420$). Meaning: The effect of motivation on sustainable HRM through satisfaction and performance has not been statistically proven.

Discussion

Organizational commitment has been proven to affect employee job satisfaction. These findings show that when employees feel emotionally attached to the organization and believe in the values they adhere to, the level of job satisfaction also increases. The underlying theory of this relationship is the three-dimensional theory of organizational commitment from Meyer and Allen (1997), which states that affective, normative, and continuance commitments play an important role in shaping positive work attitudes. Empirically, a study by Ningrum et al. (2023) found that organizational commitment is a major factor that determines the extent to which individuals feel satisfied with their duties and roles in the organization. The practical implication is that village organizations need to strengthen the sense of belonging and loyalty of employees, for example through open communication and strengthening institutional values. Work motivation was also found to affect job satisfaction. These results are in line with the motivational theories of Maslow (1954) and Herzberg (1959), which state that the need for self-actualization, recognition, and performance achievement are important sources of job satisfaction. Employees who have a strong drive to achieve goals and feel motivated tend to see work as something valuable and enjoyable. A study from Montuori et al. (2022) supports this, stating that intrinsic motivation plays a major role in increasing job satisfaction in the public service sector. The implication of these findings is the need to create a work system that fosters employee morale, such as providing task challenges, positive feedback, and self-development opportunities.

Furthermore, organizational commitment has been proven to improve employee performance. This suggests that individuals who feel responsible for the success of the organization will exhibit better work behavior. These findings are in accordance with the organizational behavior theory from Robbins and Judge (2021) which states that commitment is a major determinant in productive work behavior. Research by Pahlevi and Nirmala (2023) also found that employees who have high commitment will show superior performance due to a willingness to work more than just formal tasks. The practical implication is that village leaders need to create an organizational climate that values loyalty and involvement, so that employees feel that they are an important part of achieving the vision of public service. On the other hand, work motivation does not have a direct effect on employee performance. These results show that high motivation does not necessarily result in optimal work performance if it is not supported by adequate working conditions, skills, and a supportive organizational structure. These findings are reminiscent of Vroom's model of Expectancy Theory, which states that motivation will only have an impact on performance if employees feel that their efforts will result in recognized and rewarded performance. Similar research by Pahlevi and Nirmala (2023) underscores the importance of mediating variables such as organizational support and job satisfaction in bridging motivation and performance. The implication is that the village needs to create a conducive work environment so that motivation can be translated into productive actions. Other results showed that job satisfaction had no direct effect on performance. These findings contradict the classic assumption that associates high satisfaction with high productivity. Locke (1976) explained that job satisfaction has more to do with attitudes and perceptions than real behavior. Some empirical studies state that job satisfaction only has a significant impact on performance when combined with other factors such as motivation, work engagement, and OCB. Therefore, job satisfaction needs to be seen not as a single factor, but as part of a complex psychological system. The implication is that the program to increase job satisfaction must be designed in an integrative manner with competency development and transformational leadership.

OCB has been proven to have a significant effect on employee performance. These findings confirm the importance of extra-role behaviors such as helping colleagues, unsupervised discipline, and being active in organizational activities. Organ (1988) stated that OCB is the main driver of organizational performance because it creates synergy and social cohesion. A study by Stankevičiūtė et al. (2020) also supports this by showing that OCB contributes to improving the efficiency and quality of public services. The practical implication is that the village needs to encourage a work culture that supports collaboration and volunteerism through soft skills training, non-financial rewards, and strengthening organizational values. However, the interaction (moderation) between OCB and job satisfaction on employee performance was not found to be significant. This means that OCB does not strengthen the influence of job satisfaction on performance. This shows that even if employees show OCB, the impact on performance does not depend on their level of satisfaction. This phenomenon can be explained by the context of public sector work that tends to be formal and procedural, where performance is determined more by the structure of tasks than by emotional attitudes. The implication of these findings is that strengthening OCB should not be based on job satisfaction alone, but on a social reward system and collaborative work culture. Employee performance has been proven to have an impact on the implementation of Sustainable HRM practices. This suggests that well-performing employees are better able to respond to and support long-term HR policies, such as ongoing training and career development. The strategic HR theory from De Prins et al. (2014) emphasizes that the success of sustainable HRM practices is highly dependent on the tangible contribution of employees. A study by Stankevičiūtė et al. (2020) shows that HRM practices are only effective when they are supported by solid operational performance. The implication of this finding is that the village needs to make performance the main indicator in designing a long-term and progressive human resources policy.

The indirect path from organizational commitment to performance through job satisfaction is insignificant. This indicates that even if employees are committed and satisfied, it does not automatically improve their performance. This explanation is in line with Robbins and Judge's (2021) study that satisfaction is a psychological condition, while performance is a manifestation of behavior that is influenced by many other factors. The practical implication is the need for a comprehensive approach to performance improvement, rather than relying solely on strengthening commitment and satisfaction separately. Similarly, the relationship between work motivation to performance mediated by job satisfaction was also insignificant. These findings indicate that satisfaction is not strong enough to bridge the influence of motivation on work performance. This reinforces the view that motivation must be accompanied by efficient task management and work systems in order to have a real impact. The practical implications of these results are that motivation management needs to be supported by a clear work structure, fair performance evaluation, and opportunities for self-actualization. On the contrary, organizational commitment has been proven to have an indirect influence on Sustainable HRM practices through employee performance. This shows that employee loyalty and attachment to the organization can produce performance that has an impact on the development of a sustainable HR system. These findings are consistent with the RBV (Resource-Based View) approach which states that employee commitment is a strategic asset in achieving organizational excellence. The implication is that village leaders must prioritize commitment building through participation, organizational justice, and career development.

OCB also has an indirect influence on Sustainable HRM practices through employee performance. This shows that voluntary work behavior carried out by employees not only has an impact on work results, but also on support for long-term HR policies. Research by Stankevičiūtė et al. (2020) states that OCB can be a supportive culture in the application of

organizational sustainability principles. The implication of these findings is the need to foster OCB values through coaching, role modeling, and a team-based appreciation system. The effect of OCB interaction and job satisfaction on performance that has an impact on sustainable HRM is not significant. This shows that the combination of these two variables is not strong enough to influence the sustainability of HR practices. These results confirm the importance of a multi-factor approach in designing future-oriented HRM. The implication is that the village must develop a holistic HRM strategy based on actual performance and collective employee participation. The long path from commitment through job satisfaction and performance to HRM practice is also insignificant. The same goes for the path from motivation through satisfaction and performance. This shows that complex indirect influences, especially those involving multiple mediators at once, have not shown statistically significant relationship strength. Implicit in importance is the need to simplify the policy chain and ensure direct intervention on the most impactful variables, namely commitment, OCB, and performance

5. Conclusions

This study aims to analyze the relationship between organizational commitment, work motivation, job satisfaction, Organizational Citizenship Behavior (OCB), employee performance, and sustainable human resource management practices (Sustainable HRM Practices) in village employees in Bontang City. Based on the results of data analysis using the Structural Equation Modeling approach based on Partial Least Squares (PLS-SEM), a number of important findings were obtained that illustrate the dynamics of public sector work at the village level.

The main findings of this study show that organizational commitment has a strong and significant influence on job satisfaction and employee performance. This indicates that employees who have a sense of emotional attachment, loyalty, and willingness to contribute to the organization, tend to feel satisfied with their work and are able to show higher performance. These findings support Meyer and Allen's theory of organizational commitment and are reinforced by empirical evidence from previous studies that emphasize the importance of commitment in creating public sector work productivity.

Work motivation has also been shown to affect job satisfaction, but it does not show a significant direct influence on employee performance. This shows that work motivation, while essential in forming a positive attitude towards work, cannot necessarily translate directly into real work output if it is not supported by a work structure, effective supervision, and appropriate incentive system. In other words, motivation requires conversion through other channels such as job satisfaction or perception of organizational support in order to have an impact on performance.

Meanwhile, job satisfaction has no direct effect on employee performance, indicating that even if an employee feels satisfied, it does not necessarily create better performance. This is in line with a number of literature that states that job satisfaction has more impact on the intention to stay or affection for the organization, rather than directly on work behavior. In this context, job satisfaction is more appropriately positioned as a psychological variable that supports stability and commitment, rather than as a direct determinant of productivity.

OCB behavior emerges as an important factor in improving employee performance. Employees who show initiative outside of formal duties, help colleagues, maintain discipline and good working relationships are proven to be able to produce higher performance. These findings confirm OCB's strategic role in public service organizations, which demand cooperation, collaboration, and a spirit of service that is not based solely on formal job descriptions.

Employee performance has then been proven to play an important role as a predictor of sustainable HR practices. Employees who are able to demonstrate good performance tend to support long-term organizational policies such as ongoing training, employee well-being, and fairness in promotion. Thus, performance achievement not only has an impact on service efficiency but also on the acceptance and success of progressive and sustainability-oriented HRM policy implementation.

Some of the mediation pathways tested showed no statistical significance, including the indirect effect of commitment and motivation through job satisfaction on performance, as well as the effect of OCB moderation on the relationship between satisfaction and performance. These results indicate that the relationships between variables are not necessarily linear or automatic, but are strongly influenced by institutional context, leadership style, task structure, and organizational values. Long paths involving several mediators also tend to be statistically weak, indicating the importance of focusing HR strengthening strategies on variables that have a direct and strong impact, such as organizational commitment, OCB, and performance.

From the theoretical side, this research contributes by affirming the role of commitment and OCB as the two main pillars that support the performance and implementation of sustainable HR practices in the public sector. The results of this study support and expand the literature on the relationship between psychological factors and organizational behavior with work outcomes oriented to institutional sustainability.

Practically, these findings provide a number of important implications. First, strengthening organizational commitment needs to be made a priority in the management of village employees through fostering shared values, participation in decision-making, and creating a sense of belonging to the agency. Second, the OCB improvement strategy can be focused on developing a collaborative work culture, rewarding positive behavior, and modeling proactive work behavior by leaders. Third, the use of performance as a fulcrum to direct long-term HR policies must be formulated systematically so that employees feel that their contribution has an effect on positive changes in the organization.

The limitations of this research are in its scope and approach. This research was only conducted on village employees in one city, so generalization to other sectors or regions needs to be done carefully. The quantitative approach also does not capture the social, cultural, and political dynamics that might influence the relationships between variables. In addition, the use of cross-sectional data limits the analysis to the long-term development of sustainable HR practices. Therefore, further research is recommended to use longitudinal design, expand the scope of the area, and combine qualitative approaches to capture the contextual dimension and subjective experience of employees in more depth. With a more comprehensive approach, the development of public sector human resources policies will be more adaptive, inclusive, and sustainable.

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